



Ulster Tomorrow

A Sustainable Economic Development
Plan for Ulster County



Project Sponsors:

**Ulster
County**
Development Corporation

UCIDA
Ulster County Industrial
Development Agency

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Planning Board

Ulster County has a rich history. From our agrarian beginnings to our emergence as a regional powerhouse, the county has been an integral part of the economy of upstate New York. From the 1990s onward, the changing global economy requires that we adapt to a very different economic climate, including our leadership in the economic development field, the way we work together, how we plan and develop our communities, and how we prepare our workforce for the key industries that can grow and flourish in Ulster County.

The Ulster Tomorrow plan identifies 15 strategies with a large inventory of proposed actions. The Team Leaders are pursuing these strategies as part of the four key economic development goals presented here.

1. Focus economic development process

Economic development is a process. The more focused that process, the more high quality jobs and productive investment it will generate. This goal will strengthen cooperation, alignment of resources, efficiency and accountability of the partner agencies. In addition to the sponsors of Ulster Tomorrow, this includes Ulster County government departments, chambers of commerce, local governments, regional organizations, and nonprofits.

The following strategies support this goal:

- Strategy 1: Cultivate a community of economic development leaders
- Strategy 2: Create a culture of change and collaboration
- Strategy 3: Develop measured accountability
- Strategy 5: Redesign the economic development services network
- Strategy 6: Streamline local permit & review process

How is Ulster Tomorrow different?

Ulster Tomorrow is a research-based, broadly participatory plan that clearly spells out its plan for action and measures its own performance. This plan isn't sitting on a shelf. Implementation of the strategies is underway thanks to the Team Leaders and the many citizens who have volunteered to contribute their time and energy to its success.

Saugerties Shovel Ready Project in the Kings Highway Corridor involves building water and sewer infrastructure to retain and grow jobs, while meeting environmental goals, such as the protection of significant aquifers in the zone. This also advances the Ulster Tomorrow strategy of creating "Priority Growth Areas."



2. Improve economic development capacity

The capacity to do economic development is in direct proportion to the community's physical and human infrastructure and its quality of life. Through strategic capacity-building projects, this goal will stimulate "Smart Growth" and support the growth of workforce and the "knowledge-based industries" able to compete in the global economy.

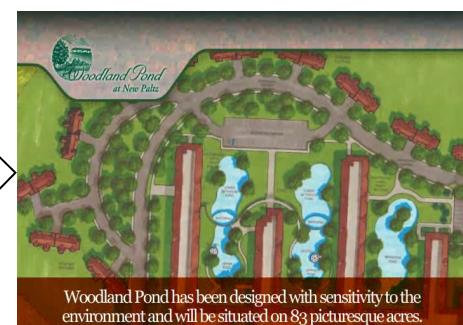
The following strategies support this goal:

- Strategy 7: Develop appropriate infrastructure
- Strategy 8: Preserve and enhance quality of life
- Strategy 11: Create a labor force capability in line with business needs

Creating a labor force capability in line with business needs was noted in business surveys as a economic development need.



The continuing care facility of Woodland Pond in New Paltz Village is a major investment in the senior housing sector in Ulster County. It is the largest UCIDA project ever with the issuance of a \$117 million bond. It was carefully designed with respect the environmental features of the site.



Woodland Pond has been designed with sensitivity to the environment and will be situated on 83 picturesque acres.



The success of Seven-21 Media Center demonstrates that there is a big demand for “plug-and-play” facilities for people working with digital content, such as recording engineers and film editors.

3. Energize economic development services

The hard work of doing economic development means delivering essential job- and investment-growing services to businesses. This includes assisting the efforts of small and new businesses to grow, recruiting new businesses to the area, and working to retain and expand existing firms. This goal proposes to bolster the efficiency and effectiveness of these services.

The following strategies support this goal:

- Strategy 4: Target assistance to emerging businesses
- Strategy 9: Recruit a diverse business base
- Strategy 10: Retain and expand existing businesses

Ulster County has a long history of innovation and meeting the needs of a changing economy. Many manufacturing firms have met the challenges of the changing global economy by evolving their products and workforce skills. Providing services to existing business to meet the demands of the marketplace is one of the key strategies of Ulster Tomorrow.



4. Strengthen key industries

Economic development requires identifying and strengthening industry clusters that operate as economic drivers for the rest of the economy as a whole. After broad citizen input, four key industries emerged.

The following strategies support this goal:

- Strategy 12 a: Enhance travel and tourism
- Strategy 12 b: Maintain viability of agriculture
- Strategy 12 c: Develop “green” and renewable energy technologies
- Strategy 12 d: Nurture creative economy, including knowledge-based industries

Ulster Tomorrow identifies the arts and creative industries, tourism, and agriculture as key industries. Green technologies and other knowledge-based industries are also

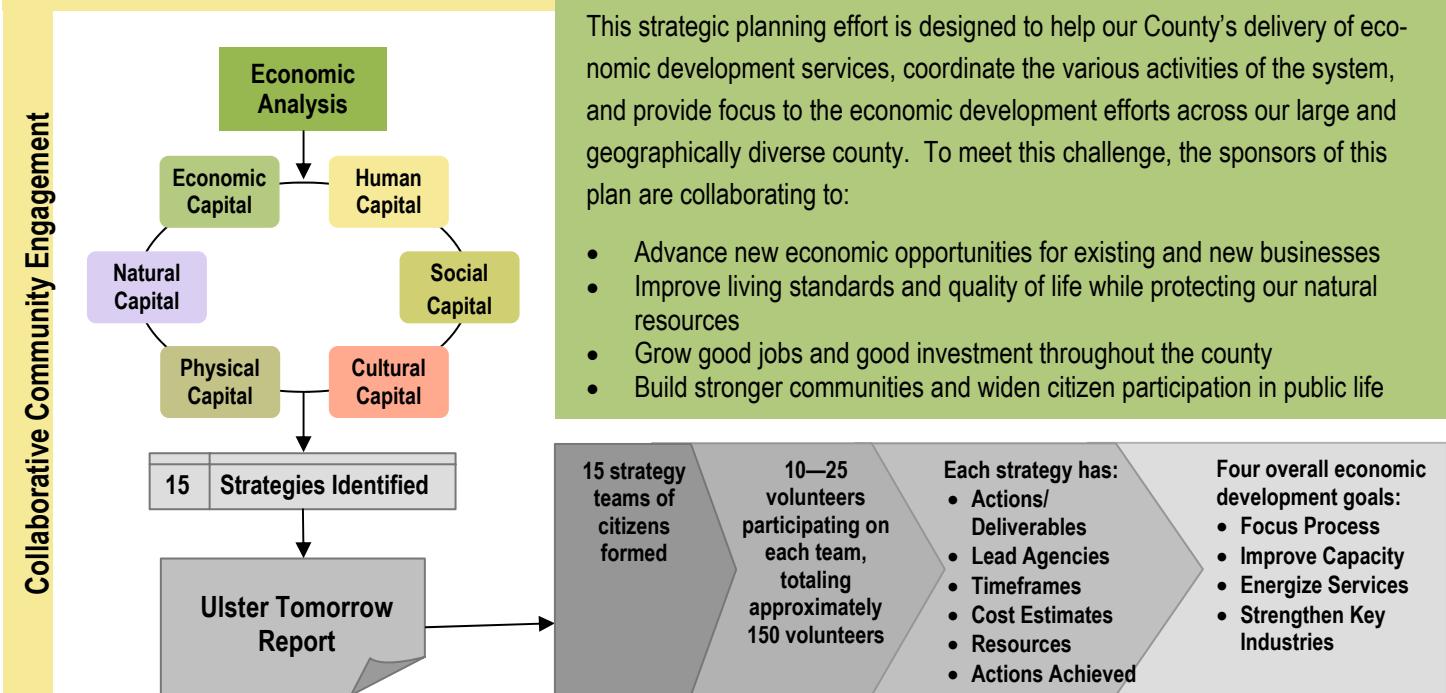
key industries for this plan. The goal of strengthening these industries will nurture their strong competitive advantage for Ulster County.



The launching of The Solar Energy Consortium (TSEC) in Ulster County presents huge opportunities. TSEC’s mission is to drive down the cost and drive up the efficiency of solar systems. With a multi-university research consortium in place, the initiative has already generated exciting solar technology business prospects — startups, recruits, and expansions.



Ulster Tomorrow's Steps to Date



Strategy Leaders

Strategy 1	Robert J. Ryan, Jr.
Strategy 2	Glenn Sutherland
	Tony Marmo
Strategy 3	Ward Todd
Strategy 4	Les Neumann
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Strategy 12C	Melissa Everett
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How you can contribute to Ulster Tomorrow, today:

Contribute your ideas, time and resources

Participate in surveys and public forums

Give feedback at public meetings, to media, or to Ulster Tomorrow sponsors

Contact Info:

Ulster County Development Corporation: www.ulsterny.com

Ulster County Planning Board: www.co.ulster.ny.us/planning

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Contributions may be made to:

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